

Message Text

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DRAFTED BY TEXT FROM SECRETARY'S ADDRESS

9/28/73

APPROVED BY: S/S - MR. GAMMON

S - MR. BREMER

P - MR. JONIETZ

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FM SECSTATE WASHDC

TO ALL DIPLOMATIC AND CONSULAR POSTS

AMEMBASSY NOUAKCHOTT

UNCLAS STATE 193812

INFORM CONSULS

E.O. 11652: N/A

TAGS: OGEN (KISSINGER, HENRY A.)

SUBJECT: SECRETARY'S MEETING WITH DEPARTMENT EMPLOYEES

INFORM CONSULS

FOLLOWING IS TEXT OF SECRETARY'S REMARKS TO EMPLOYEES IN
DEPARTMENT 9/28/73.

AMBASSADOR PORTER: THE DISTINGUISHED PUBLIC SERVANT
WHO HAS COME HERE TO MEET YOU TODAY, NEEDS NO INTRODUCTION.
HE COMES TO STATE WITH UNPRECEDENTED CREDENTIALS FOR
ACHIEVEMENT IN FOREIGN AFFAIRS. THOSE ACHIEVEMENTS, AS
YOU KNOW, HAVE RECEIVED WORLD-WIDE ACCLAIM AND THEY HAVE
PLACED OUR COUNTRY IN THE FOREFRONT OF THE EFFORT TO
BRING ABOUT A GLOBAL PEACE.

WE HAVE TRULY ACQUIRED AN EXTRAORDINARY LEADER.
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WITHOUT FURTHER ADO, THEREFORE, ON BEHALF OF THE
22,000 OF US HERE AND AROUND THE WORLD, I EXTEND A WARM
WELCOME TO SECRETARY OF STATE HENRY A. KISSINGER.
(APPLAUSE.)

SECRETARY KISSINGER: MR. PORTER, LADIES AND GENTLEMEN:

- - -

WHEN IT WAS SUGGESTED THAT I MEET SO LARGE A GROUP, SOME OF MY COLLEAGUES ADVANCED THE ARGUMENT THAT THIS WOULD MAKE ME FEEL AT HOME. I'VE BEEN PUZZLING ABOUT

THIS REMARK, AND I HAVE CONCLUDED THAT BASED ON THE NEWS-PAPER ACCOUNTS OF HOW I AM SUPPOSED TO HAVE TREATED MY STAFF AT THE WHITE HOUSE, THAT MY NEW COLLEAGUES HERE HAD THOUGHT THAT THIS WAS THE CLOSEST THING TO A NUREMBERG PARTY RALLY THAT THEY COULD ORGANIZE. (LAUGHTER)

IN CONVINCING ME OF THE WISDOM OF DOING THIS, THEY ALSO POINTED OUT THAT SECRETARY DULLES MET A SIMILAR GROUP. THEY FORGOT TO MENTION THAT THIS WAS THE LAST TIME ANYBODY IN THE DEPARTMENT SAW SECRETARY DULLES. (LAUGHTER.)

I WANTED TO TALK TO YOU BRIEFLY, ABOUT WHAT I THINK WE CAN DO TOGETHER.

WHEN I WAS APPOINTED I MENTIONED THAT THERE WAS A NEED FOR THE INSTITUTIONALIZATION OF FOREIGN POLICY, AND THIS IS TRUE IN MANY RESPECTS:

FIRST OF ALL, THE WHOLE NATURE OF OUR FOREIGN POLICY HAS CHANGED. FOR THE GREATER PART OF OUR HISTORY WE REALLY DID NOT PARTICIPATE ON A DAY-TO-DAY BASIS IN FOREIGN AFFAIRS, AND THEREFORE, MORE EMPHASIS WAS PLACED IN OUR DIPLOMACY ON REPORTING THAN ON POLICY MAKING.

AND WHEN AT THE END OF WORLD WAR II WE DID CONDUCT FOREIGN POLICY ON A GLOBAL SCALE, THE PROPORTION BETWEEN UNCLASSIFIED

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OUR RESOURCES AND THOSE OF MOST OF THE REST OF THE WORLD WERE SO GREAT, WE COULD OVERWHELM EVERY PROBLEM AND WE COULD ALWAYS SUBSTITUTE RESOURCES FOR THOUGHT.

BUT NOW WE ARE IN A SITUATION WHERE WE HAVE TO CONDUCT FOREIGN POLICY THE WAY MANY OTHER NATIONS HAVE HAD TO CONDUCT IT THROUGHOUT THEIR HISTORY. WE NO LONGER HAVE OVERWHELMING MARGINS OF SAFETY AND WE NO LONGER HAVE OVERWHELMING MARGINS OF RESOURCES. THEREFORE, WE HAVE TO BE GOOD, AND WE HAVE TO BE THOUGHTFUL. I THINK THIS IS THE MOST IMPORTANT ASPECT OF THE INSTITUTIONALIZATION OF FOREIGN POLICY.

IN THE MAKING OF FOREIGN POLICY, WE HAVE A NUMBER OF TASKS: WE HAVE REPORTING, ANALYSIS, POLICY-

MAKING AND EDUCATION. AND I THINK IT IS SAFE TO SAY THAT IN THE PAST, WE MAY HAVE BEEN BETTER AT THE REPORTING FUNCTIONS THAN AT ANYTHING ELSE.

WHEN I MET YESTERDAY WITH MY COLLEAGUES ON THE 7TH FLOOR, I TOLD THEM THAT IT WAS ESSENTIAL, IN THE MONTHS AND YEARS AHEAD, THAT WE ASK OURSELVES NOT ONLY WHERE WE ARE BUT WHERE WE WANT TO GO. IN DISCUSSING THE POLICY ISSUES AND IN REPORTING EVENTS AROUND THE WORLD, YOU HELP US ON THE 7TH FLOOR, NOT ONLY BY REPORTING WHAT IS HAPPENING, BUT BY TELLING US WHAT IT MEANS.

A GREAT DEAL OF TIME IN THIS BUILDING AND IN WASHINGTON IS SPENT ON CLEARING CABLES AND IN WORKING OUT UNDERSTANDINGS BETWEEN VARIOUS GROUPS CONCERNED WITH POLICY. I WOULD LIKE TO HAVE THE OPPORTUNITY TO WORK OUT THESE UNDERSTANDINGS ON THE 7TH FLOOR, AND NOT THROUGHOUT THIS BUILDING. WE ARE MUCH BETTER OFF BEING TOLD CLEAR CHOICES -- TO BE TOLD WHAT THE ALTERNATIVES ARE, TO BE TOLD WHAT CHOICES WE CONFRONT. I HAVE ASKED EVERY ASSISTANT SECRETARY, WHEN MAKING HIS RECOMMENDATIONS TO US, TO TELL US BOTH HIS RECOMMENDATIONS AS WELL AS THE ALTERNATIVES THAT HAVE BEEN REJECTED. WE UNCLASSIFIED

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WOULD MUCH RATHER SEE A CLEAR-CUT STATEMENT OF CHOICES THAN A NEGOTIATED DOCUMENT FROM WHICH WE CANNOT TELL WHAT THE REAL ARGUMENTS WERE THAT WENT INTO IT.

IN OTHER WORDS, AS WE TRY TO RESTORE THE DEPARTMENT OF STATE TO ITS PRINCIPAL ROLE OF ADVISING THE PRESIDENT AND FUTURE ADMINISTRATIONS ON THE MAKING OF FOREIGN POLICY, THE WAY TO ACHIEVE THAT PREEMINENT POSITION IS NOT TO DEBATE IN THE ABSTRACT OR TO DETERMINE WHERE IN THE BUREAUCRATIC HIERARCHY ONE SHOULD BE PLACED, BUT TO DO THE BEST WORK IN TOWN.

AND HAVING WORKED WITH MANY OF YOU, I KNOW THAT THERE IS NO REASON IN THE WORLD WHY THIS BUILDING AND THIS ORGANIZATION SHOULD NOT PRODUCE THE BEST AND MOST THOUGHTFUL WORK IN TOWN. AND INDEED, IF WE ARE GOING TO HAVE A LONG-TERM FOREIGN POLICY, IT MUST PRODUCE THE BEST WORK IN TOWN. AND NOT JUST FOR THIS ADMINISTRATION, BUT FOR THE ADMINISTRATIONS TO COME.

I HAVE TALKED TO SOME OF THE OFFICERS IN THE FOREIGN SERVICE ASSOCIATION, AND I TAKE THEIR CONCERNS EXTREMELY SERIOUSLY.

WHAT WE WILL TRY TO DO IN ADDITION TO THE NORMAL ADMINISTRATIVE CONCERNS WHICH YOU MUST HAVE, HOWEVER, IS TO MAKE SURE THAT THE ABLEST PEOPLE GET PUT INTO THE

KEY POSITIONS AS RAPIDLY AS POSSIBLE.

AND IN WRITING YOUR MEMORANDA, YOU SHOULD CONSIDER THAT SUCCESSFUL FOREIGN POLICY DEPENDS NOT ONLY ON DIFFICULTIES AVOIDED BUT ON OPPORTUNITIES SEIZED.

I ASKED EVERY BUREAU YESTERDAY TO LET US HAVE BY THE END OF NEXT WEEK A STATEMENT OF ALL THE PROBLEMS THAT THEY PERCEIVE OVER THE NEXT YEAR, AS WELL AS A STATEMENT OF THOSE THINGS WE OUGHT TO DO -- EVEN IF THEY ARE NOT PROBLEMS. THAT IS TO SAY, WE SHOULD KNOW WHERE WE WANT TO GO IF WE WANT TO DO THE RIGHT THING.
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AND THIS GETS ME TO MY FINAL POINT. IN WORKING OUT POLICIES AT THE VARIOUS LEVELS, AT SOME POINT IT IS INEVITABLE THAT SOME COMPROMISES WILL HAVE TO BE MADE. BUT IN THINKING ABOUT POLICY IT IS NOT NECESSARY TO MAKE THOSE COMPROMISES AS THE PAPERS ARE BEING WRITTEN. IN THIS CURRENT STATE OF AMERICA AND OF AMERICA'S RELATIONS TO THE WORLD, WE HAVE AN UNPARALLELED OPPORTUNITY TO HELP BRING ABOUT A PEACEFUL INTERNATIONAL STRUCTURE, A WORLD IN WHICH THE MAJOR PARTICIPANTS FEEL THAT THEY HAVE HAD A SHARE IN CREATING AND WHICH, THEREFORE, THEY HAVE AN INTEREST IN MAINTAINING.

IT IS AN OPPORTUNITY THAT COMES NOT OFTEN IN A CENTURY, AND THEN THROUGH A COMBINATION OF HISTORICAL EVENTS THAT CANNOT INEVITABLY BE REPEATED.

AT THIS STATE IN AMERICA'S RELATIONS WITH THE WORLD AND IN THIS STAGE OF AMERICA'S CONCERN WITH ITSELF, OUR PRIMARY CONCERN OUGHT TO BE TO ASK OURSELVES WHAT IS RIGHT, AND NOT TO WORRY ABOUT POLITICAL PRESSURE, ABOUT BUREAUCRATIC EXPEDIENCY, OR THE SHORT-TERM CONSIDERATIONS.

I THINK WITH THIS ATTITUDE, AND WITH YOUR HELP, WE CAN DO GREAT THINGS TOGETHER WITH SOME JOY AND SOME ENTHUSIASM AND SOME HOPE.

THANK YOU VERY MUCH.

(APPLAUSE.) KISSINGER

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